Government of the Northwest Territories
Annual Report on the Affirmative Action Policy
March 31, 2002

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Table of Contents

Part 1 – Government/Regional Affirmative Action Information

Introduction

Affirmative Action Policy Designated Groups

Sources of Statistics

Profile of the Territorial Public Service

Profile of the Northwest Territories Population

Regional Profiles: Population and the Public Service

Support for Government-Wide Affirmative Action Planning

Part 2 – Departmental Reports on Affirmative Action

Aboriginal Affairs
Education, Culture and Employment
Executive
Finance
Financial Management Board Secretariat
Health and Social Services
Justice
Legislative Assembly
Municipal and Community Affairs
NWT Housing Corporation
Public Works and Services
Resources, Wildlife and Economic Development
Transportation

Introduction

Each year, the Government of the Northwest Territories produces an annual report on the administration of the Affirmative Action Policy. The report is prepared on a fiscal year basis and provides the Legislative Assembly and public with information about affirmative action activity taking place during the previous year.

Each department provides an overview of their human resource programs and services used to support affirmative action. These reports include statistical information and short descriptions of specific actions taken to promote and implement the affirmative action policy. In preparing their reports, departments are asked to consider the following six areas of human resource management:

Corporate Policy
Recruitment
Retention
Succession Planning
Post-Employment
Evaluation/Accountability

Appendix "A" provides examples of the kinds of initiatives and activities that would typically be reported in each category.

The Policy

The Government of the Northwest Territories established the Affirmative Action Policy in 1989. This policy reflects the GNWT's commitment to a competent Public Service that is representative of the population it serves.

Through the policy, the Government of the Northwest Territories gives preference in employing and developing qualified, suitable and eligible members of designated target groups.

The Affirmative Action Policy is based on six key principles:

1. Individuals have the responsibility to plan and initiate action to take advantage of Public Service employment, training and career advancement opportunities.

2. The Government of the Northwest Territories should encourage eligible members of designated groups to seek career and training opportunities in the Public Service.

3. No individual seeking employment, training or career advancement opportunities with the Public Service should be disadvantaged or discouraged by attitudinal or systemic barriers.

4. Eligible members of designated groups in the Northwest Territories will have preferred access to employment, training and career advancement opportunities in the government.

5. Affirmative Action is a positive and integral part of the human resources planning process.

6. The Public Service should serve as a model for affirmative action in the Northwest Territories.

Affirmative Action Policy Designated Groups

Four designated groups are eligible for priority status:

Indigenous Aboriginal Persons (referred to unofficially as P1)

Means those persons who are descendants of the Dene, Inuit or Metis people, indigenous to the present boundaries of the Northwest Territories and includes any Aboriginal persons resident at birth pursuant to Section 7.1 of the Vital Statistics Act and any Canadian Aboriginal persons who have lived more than half of their lives in the Northwest Territories.

Indigenous Non-Aboriginal Persons (referred to unofficially as P2)

Means those non-Aboriginal persons born in the Northwest Territories or who have lived more than half of their lives in the Northwest Territories.

Resident Disabled Persons

Means those persons who are at a disadvantage as a result of a medically certified learning, mental, emotional or physical disability which handicaps the person from taking advantage of employment, training and career advancement opportunities in a way which would not be encountered by a person without disability.

Resident Women

Means those women who have been resident in the Northwest Territories for a period of at least one year.

The first three designated groups have priority status on all competitions. In addition, women have priority status on competitions for management and non-traditional jobs.

The merit principle applies among designated groups.

Sources of Statistics

The employee statistics in this report come from the GNWT's human resource management system Peoplesoft, operated by the Financial Management Board Secretariat. They are based on March 31, 2002 information.

Statistics from the Stanton Health & Social Services Board, Fort Smith Health & Social Services Board and Deh Cho Health & Social Services Board come from the Peoplesoft system. Statistics for all other Health & Social Services Boards are provided manually to the Department of Health and Social Services.

Employees of the following Boards are not considered government employees and are not included in the statistics:

Lutsel K'e Health and Social Services Board
Deninoo Health and Social Services Board
Hay River Health and Social Services Board
Yellowknife Education District #1
Yellowknife Catholic Schools

Profile of the Northwest Territories Population

The general population statistics are from the Bureau of Statistics Population Estimates for 2000 (most current information).

The Northwest Territories is comprised of a diverse population. These individuals live in more than 35 communities from Fort Smith near the Northwest Territories/Alberta border to Sachs Harbour on Banks Island in the Beaufort Sea.

Most communities fall into one of three categories:

- large urban centre with population of 17,000+ (Yellowknife)
- medium sized towns with populations of 2,400 to 4,500 (Fort Smith, Hay River, Fort Simpson, Inuvik)
- small, more traditional communities.

While there are frontline workers in every community, the majority of government employees are located in the larger centres.

According to the most recent Government of the Northwest Territories figures, the population is estimated to be 42,083. Of this number, 21,320 or 50.7% are Aboriginal people. It is important to note that a person who is considered Aboriginal for population estimates may not qualify for affirmative action priority as an Indigenous Aboriginal person unless they meet the definition in the Affirmative Action Policy.

The population is almost evenly split between females (48%) and males (52%).

The Current Labour Market

The current labour market has a significant impact on the GNWT's ability to attract and retain candidates from designated groups. Labour supply issues include the limited number of people looking for work, the education levels of those who are unemployed, and the location of the jobs versus those who are unemployed. Labour demand issues include the competition from mines, oil and gas companies, federal and municipal governments and other industries such as tourism.

At the time of the March 2002 NWT Labour Force Survey, there were 1,300 people looking for work in the NWT. The overall NWT unemployment rate stood at 5.9% as compared to an unemployment rate of 8.3% for Canada. Approximately one half (50%) of those unemployed were between the ages of 15 and 24.

Education levels continue to be a major challenge to matching people in designated groups to jobs. According to the 2001 NWT Socio-Economic Scan prepared by the GNWT Bureau of Statistics, educational levels among aboriginal residents still lag behind the territorial average. In 1999, some 74% of aboriginal persons had completed at least grade nine. The attainment of a university degree or equivalent continues to present a major obstacle for aboriginal candidates seeking senior or highly technical positions in the GNWT. In 1999, less than 3% percent of aboriginal residents in the NWT possessed a university degree or equivalent.

In addition to the apparent labour supply issues, the GNWT is also faced with increasing demand for the same resources from private sector employers. In an effort to comply with economic-benefit agreements, many mining, oil and gas companies are seeking qualified candidates from the designated groups. This puts an enormous strain on the existing labour market. Compounding this problem are the training opportunities offered by government and private sector partners to allow northerners to access these jobs.

Finally, a sizable portion of western Canada continues to experience economic prosperity. This results in further demand for already scarce resources, particularly in the oil, gas and trades fields. With the introduction of the internet, these opportunities are becoming increasingly accessible to qualified northern candidates.

Profile of the Territorial Public Service

The Public Service of the NWT includes more than 3900 individuals from many diverse cultures and backgrounds. Each employee brings unique knowledge and experience to contribute to the territorial Public Service. These employees work for one of 12 departments, 14 boards, Aurora College or the NWT Housing Corporation.

Departmental Information

The departmental distribution of employees is as follows:

Department	Number of Employees	% of the Public Service
Aboriginal Affairs	35	0.9%
ECE	205	5.3%
Executive	72	1.8%
Finance	45	1.2%
FMBS	141	3.6%
Justice	379	9.7%
Legislative Assembly	30	0.8%
MACA	118	3.0%
NWT Housing Corporation	92	2.4%
Public Works & Services	204	5.2%
RWED	378	9.7%
Transportation	250	6.4%
Aurora College	173	4.4%
Divisional Education Councils*	676	17.2%
Health & Social Services (Includes public service health and social service authorities)	1108	28.4%
Total	3906	100%

* Employees of the following are not considered government employees and are not included in the statistics:

Lutsel K'e Health and Social Services Board
Deninoo Health and Social Services Board
Hay River Health and Social Services Board
Yellowknife Education District #1
Yellowknife Catholic Schools

Two year comparative information by department is located in Appendix "B".

Designated Group Distribution

Within the various departments of the GNWT, a diverse workforce delivers programs and services to the residents of the NWT. The following table identifies the number of employees that meet the criteria of each designated group in the GNWT's affirmative action policy.

Designated Group	Number of Employees	% of the Public Service
Indigenous Aboriginal Persons	1191	30.5%
Indigenous Non-Aboriginal Persons	447	11.4%
Disabled Persons	13	0.3%

Management

Jobs in the management category are those jobs with responsibility for planning, organizing, staffing, directing and controlling the activities of programs and services through subordinate supervisors. Typically, they include senior and middle management. As of March 31st, 2002 there were 379 jobs that fit the definition of management.

Designated Group	Number of Employees	% of Management
Indigenous Aboriginal Persons in Management	60	15.8%
Women in Management	131	34.6%

(Totals do not include Yellowknife Health and Social Services Board or Inuvik Regional Health Board)

Non-Traditional Occupations

Jobs are classified as non-traditional if there are at least 10 positions of a specific type across government and at least 70% of the incumbents are male. Some examples of non-traditional occupations include civil engineers, correctional service officers and computer systems analysts. There were 389 non-traditional positions as of March 31, 2002.

Designated Group	Number of Employees	% of Non-Traditional Occupations
Women in Non-traditional Occupations	37	9.5%

Geographic Distribution

The extent to which different regions have achieved a representative public service reflects the available workforce and the types of employment available. Slightly less than 51% of all GNWT employees work in Yellowknife/Headquarters, with another 32% in the South Slave, Deh Cho, and Dogrib regions and 17% in the Beaufort-Delta and Sahtu communities.

*	Yellowknife/HQ	North	South
Indigenous Aboriginal	300 (17.3%)	225 (39.1%)	508 (45.8%)
Indigenous Non-Aboriginal	323 (18.7%)	22 (3.9%)	80 (7.2%)
Disabled	7 (0.4%)	3 (0.5%)	3 (0.3%)
Women in Management	78 (33.6%)	21 (39.6%)	32 (34%)
Aboriginal in Management	19 (8.1%)	13 (24.5%)	28 (29.8%)
Women in Non-Traditional	31 (17.8%)	1 (0.1%)	5 (3.5%)

*(Totals do not include Yellowknife Health and Social Services Board or Inuvik Regional Health Board)

Direct Appointments

In fiscal year 2001/2002, there were 99 direct appointments for individual positions. These appointments included:

- 42 indigenous Aboriginal appointees;
- 43 indigenous non-Aboriginal appointees;
- 13 appointees without affirmative action status; and
- 1 resident women in management.

Included in these figures are 52 appointments of graduate interns to one-year term positions.

Occupational Distribution

Since the introduction of the Peoplesoft system in 1999, government jobs are grouped into 10 occupational categories.

Occupational Group	Number of Employees	% of Total Employees
Management (senior and middle)	379	11.1%
Business, finance and administration	873	25.6%
Natural and applied sciences	306	9.0%
Health	290	8.5%
Social science, education, government service and religion	992	29.1%
Art, culture, recreation and sport	53	1.6%
Sales and service	304	8.9%
Trades, transportation and equipment operation	154	4.5%
Primary Industry	54	1.6%
Processing, manufacturing & utilities	5	0.1%
Total	3410 *	100%

*(Totals do not include Yellowknife Health and Social Services Board or Inuvik Regional Health Board)

Support for Government-Wide Affirmative Action Activities and Initiatives

Corporate Policy

Human Resource Framework

The Grant Thornton Human Resource Management Study recommended that the GNWT develop an appropriate human resource framework. This framework is intended to facilitate the development of human resource management practices in the GNWT. Work has commenced on drafting a framework that will require consultation with the human resource community and senior management. It is anticipated that this effort will contribute towards an improvement in the delivery of affirmative action initiatives across the GNWT.

Human Resource Planning

Exit Interviews

In September of 2001, Corporate Human Resource Services began an effort to establish a standard exit interview process. In consultation with the human resource community, it was determined that a consistent means of reporting exit statistics does not exist. To address the issue, a working group was formed to develop a process that will be available to all departments. Once completed, the exit interview process will allow departments to determine why employees leave the public service and whether barriers to advancement exist. As a planning tool, this information will be useful in terms of retaining and developing affirmative action employees.

Interdepartmental Human Resource Committee

On a monthly basis, Corporate Human Resource Services (Executive) and Labour Relations and Compensation (FMBS) coordinate meetings of all human resource managers within the GNWT. These meetings have been used as an opportunity to share best practices, to identify areas of concern that need specific attention, and to develop consistent approaches to various issues and reporting that impact initiatives relating to affirmative action.

Human Resource Practitioners Conference and Meetings

In February 2002, Corporate Human Resource Services hosted a three day conference for all human resource practitioners working for the GNWT. The

conference provided participants with a variety of professional development workshops and mini-sessions on topics related to effective human resource management. As well, it provided an opportunity to discuss areas of concern and to share best practices. CHRS also chairs monthly meetings of the human resource practitioners as a way of sharing information and engaging them in the development and revision of policies and programs. This effort contributes to the effective administration and implementation of affirmative action initiatives across government.

Recruitment

Northern Graduate Employment Program (Department of Executive)

As part of the Maximizing Northern Employment effort, the GNWT administers two programs designed to attract and retain recent northern graduates within government and in the private and non-profit sectors. In the GNWT during the 2001/2002 fiscal year, the *Graduate Intern Program* resulted in the employment of 57 students. Of this total, 6 are indigenous aboriginal, 40 are indigenous non-aboriginal and 11 are non-aboriginal. In the private and non-profit sectors, the *Graduate Transition Program* resulted in the employment of 10 indigenous aboriginal students and 6 indigenous non-aboriginal students. It is expected that these programs will continue to improve the transition of northern graduates from the classroom to workplaces in the NWT.

The Maximizing Northern Employment initiative also guarantees employment to students who have completed their studies in the field of education, nursing and social work. During the 2001/2002 fiscal year, the GNWT was able to place 16 education graduates and two social worker graduates in related positions.

Summer Student Employment Program (Department of Executive)

The GNWT provides students with a range of work experience opportunities through summer employment. The hiring decisions are made by departments, boards and agencies. Students who wish to apply for a job with the GNWT can register with the Summer Student Employment Program (SSEP).

Maximizing Northern Employment also established the Progressive Experience Program. This program offers incentives for departments to hire northern students and provide them with experience relevant to their area of study. During the 2001/2002 fiscal year, departments provided progressive experience to 33 indigenous aboriginal students and 32 indigenous non-aboriginal students.

For summer 2001, the SSEP offered a central employment registry for NWT students looking for summer employment within the GNWT. The program received

resumes from 667 students. In total, 342 summer students were hired by the GNWT. Of these students,

- 154 were indigenous aboriginal students and
- 159 were indigenous non-aboriginal students.

Training and Development

Human Resource Competency Model

As recommended by the Grant Thornton Human Resource Management Study, Corporate Human Resource Services began work developing a competency model for human resource practitioners in the GNWT. This model will identify the necessary skills, abilities and behaviors required by human resource practitioners to effectively perform in their positions. As well, the model will help identify training and development that will contribute towards improved leadership, technical and project management skills. Ultimately, this effort will improve the GNWT's ability to effectively administer affirmative action initiatives.

Adult Education (Aurora College, Department of Education, Culture and Employment)

The delivery of adult education by the public colleges and non-government organizations enables adult learners to further their education levels so they can access advanced levels of study, employment and training programs. These programs are delivered not only at the three main campuses of Aurora College but also in other communities across the NWT. Access to these programs at the community level enables northerners to obtain general education and credentials for employability.

Post-Secondary Education (Aurora College)

The provision of post-secondary programs and services by Aurora College also contributes to affirmative action initiatives in the north. For example, the fact that a nursing diploma program is available in the Northwest Territories means that northerners, including affirmative action candidates, can obtain professional credentials to access careers in the health profession. Without the availability of these programs in the north, fewer northern students would enroll in the programs because they would have to move south to obtain the training. Other examples of such programs are teacher education, management studies, natural resources and recreation leaders. While these programs do not prepare students specifically for employment with the Government of the Northwest Territories, they do contribute to the goal of developing a workforce that is representative of the population of the NWT.

The College also contributes to the affirmative action initiative by delivering short courses, seminars and workshops through their continuing education division. These courses, including those offered through GNWT Staff Training, help people to further their credentials and to keep pace with changing technology. Through these professional development activities, the two public colleges help to ensure that northerners can further their careers. Courses available include financial management, supervisory skills, computer workshops, human resource planning, and university level credit courses.

The College has also worked out transfer agreements with southern post-secondary institutions which enable graduates to receive credit for undergraduate level studies. These agreements are important so northerners, including affirmative action candidates, can be encouraged to complete professional level studies so they can access employment positions with degree level requirements.

Career Development (Department of Education, Culture and Employment, and Executive)

The overriding goal of career development is to ensure that people have the competence, motivation, and self-management skills they require to make successful life role transitions.

The Colleges and Career Development Division provides support services to regional centers in the implementation of career development activities and employment development projects. This support includes developing career libraries, testing and assessment resources; promoting career development and funding training associated with enhancing career development counseling services and resources throughout the NWT.

Corporate Human Resource Services offers career counseling to individuals who participate in CHRS programs such as the Northern Student Employment and Staff Retention programs.

Staffing Training and Advice

CHRS provides advice on staffing issues to individual human resource practitioners. As well, they formalize rulings that are intended to clarify existing policies and practice. All rulings and advice are distributed to GNWT human resource managers and practitioners on a monthly basis. Included are summaries of appeal reports giving information on issues and areas of staffing practice where more information or training may be required. A primary objective of this effort is to help human resource practitioners understand and fairly apply the affirmative action policy.

Training courses on the GNWT staffing process ranging from two hours to two days have been developed and being delivered to departments when requested. A significant component of this course involves application of the affirmation action policy during the staffing process.

Retention

Employment Recognition Program

The Grant Thornton Human Resource Management Study recommended that the GNWT develop an "employer of choice" program which espouses the advantages of working for the GNWT and which is actively promoted across the NWT. In partial response to this recommendation, Corporate Human Resource Services is chairing a committee that will develop a framework for an employment recognition program. The purpose of this program is to develop and communicate tools that promote the recognition of employee achievements. It is anticipated that the program will help the GNWT to more successfully retain affirmative action candidates who are being aggressively sought by competing northern employers. Progress in 2001/2002 includes the development and distribution of an employee opinion survey that was designed to establish how employees feel about employee recognition. It is anticipated that the results of this survey will contribute to a successful program.

Staff Retention Policy (Department of Executive)

The Staff Retention Policy was implemented in May 2000. This policy replaced the previous layoff policy and provides a more proactive and positive approach to assisting staff whose current positions are eliminated due to organizational change. Under the policy, affected individuals are provided with re-employment support for eight weeks prior to and 13 weeks after receiving notice of layoff.

Of the 10 individuals who were given affected employee notice during the reporting period, 5 found new jobs within government, 3 selected Separation Assistance and work was ongoing with the others.

Developmental Opportunities

Departments were actively involved in providing developmental opportunities, such as transfer assignments, to existing employees. These assignments can be very effective ways to enable an employee with affirmative action status to gain additional skills and abilities and prepare for promotion within the organization or for jobs in the broader NWT workforce.

Public Service Career Training Program (Department of Education, Culture and Employment)

The Public Service Career Training Program (PSCTP) is a competency based on-the-job training program which provides support to GNWT departments, boards, and agencies to train affirmative action candidates for officer and management level positions. Through the PSCTP, the Department of Education, Culture & Employment provides training, counseling, monitoring and administrative support for development and delivery of training programs. Training programs include a combination of on-the-job training provided by an employee of the applying Department, Board or Agency, self-directed learning activities, and specialized short courses of up to six weeks in length.

The program is currently being revised to better address the needs of the employers and the trainees.

Succession Planning

Another recommendation offered by the Grant Thornton Human Resource Management Study is that the GNWT develop and administer a succession planning program. During the 2001/2002 fiscal year, Corporate Human Resource Services has taken the lead role in developing a strategy that will result in the eventual development and implementation of a succession planning program for all GNWT departments. Recent efforts include familiarization sessions for managers. Once established, this program will result in the preparation of affirmative action candidates for progressively responsible positions.

Part 2

Departmental Reports on Affirmative Action

The following reports from each department provide information on affirmative action statistics and specific efforts by the department to support the Affirmative Action Policy.

Ministry of Aboriginal Affairs

OVERVIEW

The Ministry of Aboriginal Affairs has 39 positions comprised of 38 indeterminate and 1 term position. Additionally, the Ministry has 3 Vote 4/5 indeterminate positions. All of these positions are located in Headquarters.

The Ministry continues to implement initiatives to increase and retain the representation of Affirmative Action employees. The Ministry's goal is to maximize the number of positions filled by Affirmative Action candidates.

Affirmative Action Status

As of March 31, 2002, there were 35 employees within the Ministry of Aboriginal Affairs. This includes all indeterminate, term and part-time employees.

	March 31, 2002	March 31, 2001
Total Employees	35	31
Indigenous Aboriginal	12 (34.3%)	12 (38.7%)
Resident Disabled	0	0
Indigenous Non-Aboriginal	7 (20%)	7 (22.6%)

	March 31, 2002	March 31, 2001
Management Positions	5	7
Women in Management	0	1 (14.13%)
Aboriginal in Management	1 (20%)	2 (28.6%)

	March 31, 2001	March 31, 2001
Non-Traditional Positions	0	0
Women in Non-Traditional	0	0

Note: these statistics do not include 3 Aboriginal senior managers seconded to DIAND and NWT Development Corp.

All of the positions are located in Yellowknife.

Recruitment

The Ministry applies the Affirmative Action Policy during the staffing process. Where skill and experience may be questionable, the candidate is hired on a casual basis for a period where on-the-job professional development and mentoring is provided. Before or after that training period is over, the candidate is assessed to determine if he/she is suitable. Direct appointment is recommended if the candidate

proves to be suitable. Over the past year, two of our Aboriginal candidates successfully went through this process and are now indeterminate employees.

The Ministry continues to experience great difficulty in hiring senior policy advisors and chief/assistant negotiators. This is due in part to the employment opportunities within the Ministry being primarily technical and senior in nature which requires both advanced education and considerable experience. Additionally, there is a small pool of qualified seasoned chief negotiators and the Ministry is in competition with the federal government and Aboriginal organizations to attract and retain these individuals. In most cases, the competition offers better compensation packages.

Casual Hiring

The Ministry continues to apply the Affirmative Action Policy when hiring casuals. During 2001-2002, three casuals were hired for temporary work. Two of the three were Affirmative Action candidates.

Retention

In the last year, one manager and one employee retired from the GNWT. Another manager resigned to take on a job down south where the spouse retired.

Training and Development

The Ministry is committed to providing opportunities for growth for all employees.

During the 2001-2002 fiscal year, one Indigenous Aboriginal employee received a Bachelor of Public Administration degree offered through the Aurora College. Five Affirmative Action employees, in addition to five other Ministry staff, are enrolled in the negotiations courses provided by the Justice Institute of BC.

The Ministry also implements other training and development strategies such as mentoring and shadowing which provides some on-the-job training to Assistant Negotiators and indirectly to Senior Policy Advisors.

Employees also receive other training and development through courses offered locally.

The Ministry has one employee on the second year of a two-year transfer assignment from an Executive Assistant position to an Assistant Implementation Negotiator position. This employee will be recommended for direct appointed to the Assistant Implementation Negotiator position. Additionally, one employee has been promoted to a Chief Negotiator from an Assistant Negotiator position. Three Aboriginal senior managers are seconded to DIAND and NWT Development Corporation respectively. These three managers are not included in the statistics.

The Ministry also provide employees some developmental experience by having them act in senior level positions.

Succession Planning

The organization structure within the Ministry offers promotional opportunities, specifically in the area of negotiations. As assistant negotiators or senior policy advisors gain more skills and experience, they have an opportunity to advance. For example, in January 2002, an Assistant Negotiator advanced to a Chief Negotiator position.

Performance Evaluation

Performance appraisals were done in all but one section. This was due to a change in reporting relationship.

Department of Education, Culture and Employment

As of March 31, 2002, there were 1054 employees within the Department of Education, Culture and Employment, Divisional Education Councils and the College. This includes all indeterminate, term and part-time employees. The chart below illustrates the breakdown of employees by affirmative action status in all parts of the organization.

	31-Mar-01	31-Mar-02
Total Employees	1026	1054
Indigenous Aboriginal	346 (33.7%)	329 (31.21%)
Indigenous Non-Aboriginal	56 (5.5%)	56 (5.5%)
Disabled	2 (0.2%)	0 (0%)
Management Positions	82	97
Women in Management	35 (42.7%)	44 (45.35%)
Aboriginal in Management	14 (17.0%)	16 (16.5%)
Non-Traditional Positions	10	12
Women in Non-Traditional	2 (20%)	0 (0%)

Source: data provided by CHRS, Department of Executive in April, 2002

Recruitment

Position descriptions are routinely reviewed to remove systemic barriers. Staffing is carried out in accordance with the Affirmative Action Policy by ensuring that selection criteria and questions asked fairly reflect job requirements and are not structured to exclude any affirmative action groups. The number of positions staffed during the reporting period was not available at the time this report was being prepared.

Total number of direct appointments made during the reporting period were 9. Of these, 5 appointments were of affirmative action candidates.

Twenty-eight students were hired during the summer of 2001 and 25 qualified under the Affirmative Action Policy.

Retention/Succession Planning

The department actively supports the ongoing professional development of staff. This includes support for participation in professional conferences, training workshops and support of distance education and college courses.

The department also supports the work/family balance of employees by allowing flexible hours for those who request this type of arrangement where operational requirements can still be met.

The department recognized the long service of its employees through the annual long service event in March of 2002.

Evaluation/Accountability

Recognizing the importance of providing ongoing feedback in terms of performance expectations, the department completed performance appraisals on employees. The completion rate for this reporting period was 37%.

Department of Executive

Affirmative Action Status

As of March 31, 2002, there were 65 employees within the Department of Executive. This includes all indeterminate, term and part-time employees.

	March 31, 2002	March 31, 2001
Total Employees	65	61
Indigenous Aboriginal	16 (25%)	18 (29.5%)
Indigenous Non-Aboriginal	20 (31%)	15 (24.5%)

	March 31, 2002	March 31, 2001
Management Positions	10	11
Women in Management	6 (60%)	5 (45%)
Aboriginal in Management	1 (10%)	1 (9%)

All of the positions are located in Yellowknife except for 1 in Hay River and 1 in Ottawa.

Recruitment

- 7 indeterminate or term positions were filled during the year and all were affirmative action candidates (3 were P1 and 4 were P2).

- In an effort to develop the skills and experience of potential future employees, 11 students were employed in summer 2001 with the department.

- 9 direct appointments were made in the reporting period. 3 of these were to accommodate changes in Cabinet and the resulting changes in ministerial staff and redeployment of former ministerial staff. 3 were Graduate Interns.

Retention

- The department actively supports the on-going professional development of staff. This included support for participation in professional conferences, training workshops and support of distance education and college courses.

- The department recognized the long service of its employees through an annual long service event in December of 2001.

- The department also supported the work/family balance of employees by allowing flexible work hours for those who requested this type of arrangement where operational requirements could still be met.

- Job sharing for two employees.

Training and Development

- 18 employees were provided the opportunity to develop their skills through transfer assignments between departments.

- The department's Job Evaluation Committee includes some less senior staff, giving these employees an opportunity to develop new skills and gain a better understanding of the organization.

- One indigenous non-aboriginal employee is on a long term education leave.

Evaluation/Accountability

- The Department's completion rate on performance appraisals has been poor. Only 31% of the employees with at least a four month reporting period received appraisals. The department has set up a process to ensure that the completion rate improves for the 2001/2002 reporting period.

DEPARTMENTAL ANALYSIS

Employment opportunities within the Department of the Executive are primarily professional and senior in nature, which requires both advanced education and considerable experience. With 25% of the overall employees being Aboriginal, the department has not yet fully achieved a representative balance. Indigenous non-aboriginal representation is 31% of the overall employees and women occupying management positions represent 60% of the department's management positions.

Because the Department's presence is almost exclusively in Yellowknife, there is more competition with other local employers, including both government and the private sector who are trying to attract the same group of qualified affirmative action employees.

Women occupying management positions has remained the same from the previous fiscal year. There are a total of five female senior managers and five male senior managers.

Department of Finance

Affirmative Action Status

As of March 31, 2002, there were 45 employees within the Department of Finance. This includes all indeterminate and term employees funded by appropriation, by the Liquor Revolving Fund and by Vote 4/5 arrangements.

	March 31, 2002	March 31, 2001
Total Employees	45	46
Indigenous Aboriginal	9 (20.0%)	11 (23.9%)
Indigenous Non-Aboriginal	7 (15.6%)	5 (10.9%)
Disabled	1 (2.2%)	0 (0.0%)

	March 31, 2002	March 31, 2001
Management Positions	7	7
Women in Management	2 (28.6%)	2 (28.6%)
Aboriginal in Management	2 (28.6%)	2 (28.6%)

	March 31, 2002	March 31, 2001
Non-Traditional Positions	4	2
Women in Non-Traditional	1 (25.0%)	1 (50.0%)

All of the positions are located in Yellowknife and Hay River.

Highlights

During the period April 1, 2001 to March 31, 2002, the Department of Finance was particularly active in supporting the Affirmative Action Policy in the following areas.

Recruitment

- All position descriptions have been reviewed to identify and remove systemic barriers. As these descriptions are up-dated, each is carefully reviewed to ensure that no systemic barriers have been included.

- Staffing officers in the Department have been charged with the responsibility of ensuring that the Government Affirmative Action Policy is complied with, both in the letter of the Policy and the spirit. Each competition is reviewed to ensure that selection criteria and questions asked fairly reflect job requirements and are

not structured to exclude any affirmative action groups. Departmental Managers and Directors are all aware of the Policy and cooperate fully with its requirements.

- Of the 6 positions filled during the year, 4 (67%) were affirmative action candidates. The Department of Finance recognizes its own limitations and, being a small department staffed largely by specialists such as economists and statisticians, has not been able to attract high numbers of affirmative action candidates.

- Overall, employees, who are a part of the designated groups under the Affirmative Action Policy make up 42.2% of the department.

- The departmental web site was updated and expanded in order to maximize the exposure of employment opportunities to all designated groups.

- In an effort to develop the skills and experience of potential future employees, 3 students were employed in the summer of 2001 by the department.

- No direct appointments were made in the reporting period.

Retention

- The average length of public service of those working for Finance is 9.5 years, significantly higher than the GNWT average of 8 years.

- Every new employee receives an orientation manual prepared by the Department. This manual introduces the employee to the Government and the Department; highlights some of the important factors and rules that new employees need to consider; and provides the new employee with help in identifying sources of information.

- No employees were involved in secondments to outside organizations. One employee, an indigenous aboriginal, was seconded to another department. Frequent assignment of employees to act in higher positions allows employees to gain supervisory and management of experience.

- The department actively supports the on-going professional development of all staff. This included support for participation in professional conferences, training workshops and support of distance education and college courses.

- The department recognized the long service of its employees through annual long service events.

- The department also supported the work/family balance of employees by allowing flexible work hours for those who requested this type of arrangement where operational requirements could still be met.

- No employees were involved in transfer assignments within the department.

Accountability

- The Department has a strong commitment to the tenets that support the Affirmative Action Policy. In 2000-01, the Department commissioned an Affirmative Action Strategy to assist the Department to develop processes to improve Affirmative Action participation. Elements of this strategy are being implemented to strengthen the current practices and procedures and help craft the foundation for new Affirmative Action initiatives.

Financial Management Board Secretariat

Profile

The Financial Management Board Secretariat is a central agency of the government that provides support to the Financial Management Board of the Government of the Northwest Territories. The Board is the financial arm of the Cabinet, and is chaired by the Minister of Finance.

The head of FMB Secretariat is the Secretary of the Financial Management Board/Comptroller General for the Government of the Northwest Territories. The FMB Secretariat co-ordinates and promotes the efficient use of the government's human, financial and information resources. The FMB Secretariat is also responsible for the overall management of the public service.

Five divisions – the Directorate; Labour Relations and Compensation Services; Government Accounting; Audit Bureau; and Budgeting and Evaluation carry out these responsibilities. In addition, the Corporate Services Division of the Department of the Executive provides expenditure, human resource and administrative services to the Financial Management Board Secretariat.

The FMB Secretariat is headquartered in Yellowknife with regional offices in Fort Smith and Inuvik and an area office in Fort Simpson.

Vision

The FMB Secretariat's vision is that the human, financial and information resources of the government are acquired and utilized efficiently, effectively and economically with integrity and prudence to achieve, communicate and report the government's goals and results.

Corporate Policy

The FMB Secretariat has begun work towards the development of a departmental Human Resource Management Plan. This plan will provide a strategic and systematic approach to managing staff in a way that maximizes their motivation while contributing to the Secretariat's objectives. The human resource plan will set out what programs are required to practice effective human resource management within the department and ensure the acquisition and maintenance of a productive work force that is in keeping with the Secretariat's goals and objectives.

The FMB Secretariat process for developing its human resource plan is comprised of nine phases

Phase 1 - Research
Phase 2 – Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis
Phase 3 - Information Gathering
Phase 4 - Analysis of Information and Goal Setting
Phase 5 - Plan Formulation
Phase 6 - Senior Management Consultation and Evaluation
Phase 7 - Plan Adjustment and Finalization
Phase 8 - Implementation
Phase 9 - Evaluation

The Secretariat has completed the first three phases of the project: the research; the strengths, weaknesses, opportunities, threats (SWOT) Analysis; and the information gathering.

Phase 1, completed in August 2001, included the gathering of information from sources external to the GNWT. Phase 1 information included best practices in other organizations HRM Plans from other jurisdictions (Alberta and Manitoba Government, Winnipeg Police Service Benefits) and challenges of HRM planning

Phase 2, completed in August 2001, included obtaining and analyzing information within the context of the human resource functions of an organization:

Strengths (internal)
Weaknesses (internal)
Opportunities (external)
Threats (external)

The human resource functions that provided the context are recruitment and retention; selection and staffing; compensation and benefits (within the context of overall GNWT guidelines); performance management; and training and development

Phase 3, completed in September 2001, included the gathering of information from employees within the organization as well as other stakeholders. A participation rate of 100% of FMBS employees was desirable in this phase. Methods of information gathering included:

Focus groups
Employee surveys
Personal interviews

The information gathered was used to develop an analysis of the organizational culture of FMBS. Information obtained provided insight into the values and beliefs of FMBS employees. The analysis highlighted linkages between organizational culture and employee demographics.

The SMC assisted in determining what type of information will be collected, the questions to be asked of employees, the purpose of information and what will happen with the information collected.

Phase 4 - Analysis of information and goal setting is partially completed. An initial draft of the organizational culture audit has been prepared for consideration. More fact finding and analysis is required as well as input from the FMBS SMC.

The completed results from this phase of the project will provide the context and direction for the preparation of the FMBS HRM Plan. Senior Managers will set goals in a facilitated group session. The FMBS SMC will require a number of sessions to determine the goals and objectives of the HRM Plan.

Human Resource Statistics

As at March 31, 2002 the FMB Secretariat had 126 of its 146 active positions filled. One hundred and four (104) of the filled positions were in headquarters with the other twenty-two (22) filled positions being in the regions. Seventeen of the vacant positions were in headquarters while three were in the regions.

	2001-02			2000-01		
	Total	Filled	Vacant	Total	Filled	Vacant
Directorate	18	15	3	18	17	1
Labour Relations & Compensation Services	50	46	4	50	48	2
Government Accounting	26	23	3	26	23	3
Budgeting & Evaluation	14	11	3	14	13	1
Audit Bureau	13	9	4	13	9	4
Fort Smith	10	9	1	10	9	1
Fort Simpson	6	4	2	6	6	0
Inuvik	9	9	0	9	8	1
TOTAL	146	126	20	146	133	13

Of the 126 filled positions as of March 31, 2002, 61 of the incumbents (48 percent) were eligible members of an affirmative action target group. The affirmative action

candidates were comprised of 23 indigenous aboriginals, 31 indigenous non-aboriginals, 2 women in management and 5 women in non-traditional occupations.

Category	2001-02	----- Restated ----- 2000-01	1999-00
Indigenous Aboriginal	23	26	28
Indigenous Non-Aboriginal	31	37	29
Disabled	-	-	-
Women in Management	2	3	3
Women in Non-Traditional Occupation	5	5	5
Total Affirmative Action	61	71	65
Other	65	63	57
Total Employees	126	134	122

The following two schedules (Table 1 and Table 2) provide information on the affirmative action results for the 2001-02 and 2000-01 fiscal years. Table 3 identifies the areas of change that have occurred between the two fiscal years.

Table 1

2001-02 Fiscal Year Results

Category	HQ	Ft Smith	Ft Simpson	Inuvik	Total
Indigenous Aboriginal	10	7	3	3	23
Indigenous Non-Aboriginal	30	1	-	-	31
Disabled	-	-	-	-	-
Women in Management	1	-	-	1	2
Women in Non-Traditional Occupation	5	-	-	-	5
Total Affirmative Action	46	8	3	4	61
Percentage	*44%*	*89%*	*60%*	*50%*	*48%*
Other	58	1	2	4	65
Percentage	*56%*	*11%*	*40%*	*50%*	*52%*
Total Filled Positions	104	9	5	8	126

Table 2

2000-01 Fiscal Year Results

Category	HQ	Ft Smith	Ft Simpson	Inuvik	Total
Indigenous Aboriginal	11	7	5	3	26
Indigenous Non-Aboriginal	37	-	-	-	37
Disabled	-	-	-	-	-
Women in Management	2	-	-	1	3
Women in Non-Traditional Occupation	5	-	-	-	5
Total Affirmative Action	55	7	5	4	71
Percentage	*49%*	*88%*	*83%*	*57%*	*53%*
Other	58	1	1	3	63
Percentage	*51%*	*12%*	*17%*	*43%*	*47%*
Total Filled Positions	113	8	6	7	134

Table 3

Changes from the 2000-01 to the 2001-02 Fiscal Year

Category	HQ	Ft Smith	Ft Simpson	Inuvik	Total
Indigenous Aboriginal	(1)	-	(2)	-	(3)
Indigenous Non-Aboriginal	(7)	1	-	-	(6)
Disabled	-	-	-	-	-
Women in Management	(1)	-	-	-	(1)
Women in Non-Traditional Occupation	-	-	-	-	-
Total Affirmative Action	(9)	1	(2)	-	(10)
Percentage	*(16%)*	*17%*	*(40%)*	-	*(14%)*
Other	-	-	1	1	2
Percentage	-	-	*100%*	*33%*	*3%*
Total Change	(9)	1	(1)	1	(8)
Percentage	*(8%)*	*14%*	*(17%)*	*14%*	*(6%)*

Further affirmative action information by each category is as follows:

1. **Management**	HQ	Ft Smith	Ft Simpson	Inuvik	Total
Women					
Indigenous Aboriginal	-	-	-	1	1
Indigenous Non-Aboriginal	1	-	-	-	1
Other	-	-	-	-	-
Total Filled Positions – (Women)	1	-	-	1	2
Men					
Indigenous Aboriginal	-	1	-	-	1
Indigenous Non-Aboriginal	2	-	-	-	2
Other	2	-	-	1	3
Total Filled Positions – (Men)	4	1	-	1	6
Total Filled Management	5	1	-	2	8

2. **Non-traditional Occupations**	HQ	Ft Smith	Ft Simpson	Inuvik	Total
Women					
Indigenous Aboriginal	2	-	-	-	2
Indigenous Non-Aboriginal	2	-	-	-	2
Other	1	-	-	-	1
Total Filled Positions – (Women)	5	-	-	-	5
Men					
Indigenous Aboriginal	1	-	-	-	1
Indigenous Non-Aboriginal	3	-	-	-	3
Other	3	-	-	-	3
Total Filled Positions	7	-	-	-	7
Total Filled Non-Traditional	12	-	-	-	12

3. **Other Occupations**	HQ	Smith	Simpson	Inuvik	Total
Indigenous Aboriginal	9	6	3	3	21
Indigenous Non-Aboriginal	25	1	-	-	26
Other	53	1	1	4	59
Total Filled Other Occupations	87	8	4	7	106

Recruitment

Fulltime Positions

Although the FMB Secretariat continues to support the GNWT's stated recruitment initiatives associated with the Affirmative Action Policy and the Maximizing Northern Employment Strategy, this is not reflected in the statistics. For the 2001-02 fiscal year there were sixteen hiring actions. Filling positions that became vacant accounted for all of the hiring actions. Only six percent of these hires were eligible members of an affirmative action target group.

Category	LR&CS	Government Accounting	Budgeting & Evaluation	Audit Bureau	Inuvik	Total
Indigenous Aboriginal	1	-	-	-	-	1
Indigenous Non-Aboriginal	-	-	-	-	-	-
Disabled	-	-	-	-	-	-
Women in Management	-	-	-	-	-	-
Women in Non-Traditional Occupation	-	-	-	-	-	-
Total Affirmative Action	1	-	-	-	-	1
Percentage	*14%*	-	-	-	-	*6%*
Other	6	3	2	3	1	15
Percentage	*86%*	*100%*	*100%*	*100%*	*100%*	*94%*
Total Filled Positions	7	3	2	3	1	16

Intern Positions

In accordance with the Maximizing Northern Employment Strategy, the FMB Secretariat established seven internship positions during the 2001-02 fiscal year. For the 2001-02 fiscal year there were four hiring actions. Fifty percent of these hires were eligible members of an affirmative action target group.

Position Title	Division	Region	Status	Priority Status
Records & ATTIP Officer	Directorate	HQ	Vacant	n/a
Technical Systems Analyst	LR&CS	HQ	Filled	Not affirmative action
Payroll Specialist	LR&CS	HQ	Filled	Not affirmative action
Labour Relations Officer	LR&CS	HQ	Vacant	n/a
Labour Relations Researcher	LR&CS	HQ	Filled	Indigenous Non-aboriginal
Equal Pay Researcher	LR&CS	HQ	Filled	Indigenous Non-aboriginal
Jr. Consolidation Accountant	G/A	HQ	Vacant	n/a

Total Intern Positions	7
Total Filled	4
Total Affirmative Action	2
Affirmative Action Percentage	*50%*

Summer Student Positions

It is an objective of the FMB Secretariat to provide summer students with meaningful work and a suitable learning experience so that when they finish their studies, they will consider the Secretariat as an employer of choice. For the summer of 2001 there were a total of twenty-two summer students hired – twenty in headquarters and two in the regions. One hundred percent of these hires were eligible members of an affirmative action target group. A budget of $100,000 was established in the Secretariat to fund the summer student initiative. Actual expenditures totaled $187,000.

Position Title	Division	Region	Number	Priority Status
Records Clerk	Directorate	HQ	2	Indigenous Aboriginal
IDMS Profiler	LR&CS	HQ	1	Indigenous Aboriginal
Accounting Services Clerk	Govt. Accounting	Inuvik	1	Indigenous Aboriginal
Budget Officer	Budgeting	HQ	1	Indigenous Non-Aboriginal
Microcomputer Coordinator	Directorate	HQ	1	Indigenous Non-Aboriginal
Human Resource Clerk	Directorate	HQ	1	Indigenous Non-Aboriginal
Records Clerk	Directorate	HQ	5	Indigenous Non-Aboriginal
Senior Cashier	Govt. Accounting	HQ	1	Indigenous Non-Aboriginal
Accounting Clerk	Govt. Accounting	HQ	1	Indigenous Non-Aboriginal
Financial Reporting	Govt. Accounting	HQ	1	Indigenous Non-Aboriginal
Batch Control Clerk	Govt. Accounting	HQ	1	Indigenous Non-Aboriginal
IDMS Profiler	LR&CS	HQ	3	Indigenous Non-Aboriginal
File Clerk	LR&CS	HQ	2	Indigenous Non-Aboriginal
Human Resource Clerk	LR&CS	Inuvik	1	Indigenous Non-Aboriginal

Total Summer Student Positions	22
Total Affirmative Action	22

Indigenous Aboriginal	*4*	
Indigenous Non-Aboriginal	*18*	
Affirmative Action Percentage		*100%*

Co-op Student Positions

Aurora College's Cooperative Work Placement Program provides Management Studies students with the opportunity to apply what they have learned in their course work at the College to real-life work situations. In support of this program, the FMB Secretariat was able to provide meaningful work assignments for three students for the summer of 2001. One hundred percent of these hires were eligible members of an affirmative action target group.

Position Title	Division	Region	Number	Priority Status
Finance/HR Officer	Directorate	Ft Smith	1	Indigenous Aboriginal
Audit Assistant	Audit Bureau	HQ	1	Indigenous Non-Aboriginal
Assistant Collections	Govt. Accounting	HQ	1	Indigenous Non-Aboriginal

Total Co-op Student Positions		3
Total Affirmative Action		3
Indigenous Aboriginal	*1*	
Indigenous Non-Aboriginal	*2*	
Affirmative Action Percentage		*100%*

Terminations

Turnover Rate

During the 2001-02 fiscal year, the FMB Secretariat had twelve terminations. Based on a total complement for the fiscal year of one hundred and forty six positions, this represents a turnover rate of 8.2 percent. The government wide turnover rate for the same period of time is approximately 15 percent.

The reasons for termination included:

Employment with a GNWT Board or Agency	4
Dismissal	1
Layoff	1
Resignation	4
Resignation to further educational pursuits	2
Total	12

Exit Interviews

Exit interviewing is a process used for gathering information from separating personnel. An exit interview is simply a conversation between a departing employee (who is leaving the company either voluntarily or involuntarily) and a representative from the organization. The interview can follow a structured format or be conducted on an informal basis; written questionnaires can even be used in place of a face-to-face meeting. Whichever format is used, exit interviews are generally documented.

Employees who leave voluntarily or involuntarily are sources of valuable information. The exit interviews are a good way to gather this information as it allows for the separating personnel to voice complaints, offer constructive criticism, let off steam, air some gripes, or simply describe why he or she is heading elsewhere. The interview can cover issues such as benefits, working conditions, opportunities for career advancement, the quality and quantity of the workload, and relationships with co-workers and supervisors. The exit interview is most clearly of real value for the employer, who can use the information gathered as a reality check, a trend-spotter, and an informal but significant review to see how the company is doing.

Most employers conduct exit interviews with at least some departing employees. The exit interview process is a service provided for the FMB Secretariat by the Corporate Services unit of the Department of the Executive. For the previous fiscal year the Executive - Corporate Services unit was able to complete exit interviews with nine of the seventeen terminating FMB Secretariat employees. This

represented a completion rate of 53 percent. For the fiscal year ending March 2002, no exit interviews were completed. Executive Corporate Services advises that all terminating employees were offered an exit interview; however, all declined to participate.

Training and Development

Training

The FMB Secretariat continues to encourage and support its employees by identifying staff training and development opportunities and allocating financial resources to support these training needs. During the 2001-02 fiscal year the Secretariat again dedicated $150,000 towards a training fund. The actual expenditures for the 2001-02 fiscal year totaled $198,000.
Training and development initiatives included:

PeopleSoft Training
Payroll Training
Career Development
Public Speaking
Access to Information and Protection of Privacy
Speed Reading
Plain Language Writing and Speaking
Negotiation Skills and Conflict Resolution
Retirement Planning/Succession Planning
Tangible Capital Assets
CGA Professional Development
Public Sector Bargaining/Developments in Labour Relations
Microsoft Certified Systems Engineer
Microsoft Excel, Word, PowerPoint
Various Conferences
Access Database

Development

The FMB Secretariat continues to provide development opportunities for its employees, as well as other government employees, through transfer assignment and secondment opportunities.

A transfer assignment is the temporary assignment of an employee to another position within the same department for professional development or to make use of an employee's expertise not available in a management unit. For the 2001-02 fiscal year there were seven transfer assignment opportunities actioned.

A secondment is the temporary assignment of an employee to another position within another department, board, agency or outside organization for professional development or to make use of an employee's expertise not available in a management unit. For the 2001-02 fiscal year there were eleven secondment opportunities actioned – six opportunities where employees from other government departments or boards were employed in the FMB Secretariat, and five opportunities where FMBS employees were employed in other departments or agencies.

Feedback

The Secretariat continues to be committed to providing its employees with timely and accurate feedback and planning in relation to performance. The intent is to provide employees with feedback on performance, identify skills that present potential for improvement, identify potential areas for career development, and provide employees with access to training and development opportunities that enhance development. The completion rate continues to be high. For the 2001-02 fiscal year, the completion rate was in the ninety-percentile range.

Departmental Demographics

Age of Employees

The average age of employees in the FMB Secretariat is 42 years old. The age distribution of employees is:

Age Range	Numbers	Percentage
20 to 25 year range	1 employee	1
25 to 30 year range	9 employees	7
30 to 35 year range	19 employees	15
35 to 40 year range	34 employees	27
40 to 45 year range	15 employees	12
45 to 50 year range	19 employees	15
50 to 55 year range	18 employees	14
55 to 60 year range	8 employees	6
60 and greater	3 employees	2
	126 employees	100

Years of Service

The average years of service of those in the department is 9.3 years.

Age Range	Numbers	Percentage
0 to 5 year range	54 employees	42
5 to 10 year range	19 employees	15
10 to 15 year range	24 employees	19
15 to 20 year range	14 employees	11
20 to 25 year range	9 employees	7
25 to 30 year range	7 employees	6
30 to 35 year range	2 employees	2
	126 employees	100

Department of Health and Social Services

Affirmative Action Status

As of March 31, 2002, there were 1,260 positions within the seven health boards and the Department of Health and Social Services. The non-public board is in the process of entering into the public service and a restructuring of several other public service boards is scheduled for later in the year.

The tables below represent the total number of positions for the Department and the public service health and social services authorities only. The figures include indeterminate, term and part time employees.

Table 1: Affirmative Action Status

As at March 31	2001/2002		2000/2001		1999/2000	
Total Positions	1108		999		925	
Indigenous Aboriginal	270	27.41%	246	24.6%	226	24.4%
Indigenous Non-Aboriginal	82	8.32%	79	7.9%	75	8.1%
Disabled	3	.27%	0	0.0%	0	0.0%

Table 2: Management Positions

As at March 31	2001/2002		2000/2001		1999/2000	
Total Management Positions	66		53		N/A	
Women in Management	26	40%	24	45.3%	0	0%
Aboriginal in Management	3	4.5%	3	5.7%	0	0%

Table 3: Non-Traditional Positions

As at March 31	2001/2002		2000/2001		1999/2000	
Non-Traditional Positions	29		30		N/A	
Women in Non-Traditional	4	13.8%	3	10%	0	0%

Table 4: Location

As at March 31	HQ/YK	North	South
Total Positions	605	346	157
Indigenous Aboriginal	68	140	62
Indigenous Non-Aboriginal	67	13	2

Description of Initiatives/Activities

Recruitment:

- A standardized physician contract for all health and social services authorities has been accepted and most physicians have signed contracts.
- Temporary Nurse Market supplements for recruitment purposes have been paid throughout the year.
- Fifty-four students were hired in the summer of 2001. Twenty-one were indigenous aboriginal, 28 were indigenous non-aboriginal and five were other northern students. Of these students, 43 were female.
- A foreign nursing strategy was developed and a team visited the Phillipines successfully recruiting 3 nurses for the Inuvik Regional Health and Social Services Authority to begin work by December 2002. Additionally, 2 other foreign nurses have been placed in the Fort Smith region.
- Maximizing Northern Employment Program was launched in February 2001. There were six students and 3 Interns participating in this program within the Department and the health and social services authorities.
- The Medical Bursary Program provides funding assistance to three students this year. Two new medical students came on board with this program.
- The Nurse Mentorship Program proves its benefits to the graduating nurse and the organization. In 2001/2002 the department placed 19 graduates among the health and social services authorities. This is an increase from five the previous year.
- Work continues in the development of a mentorship program for the social work profession.

Retention Activities:

- One hundred and thirty-four (134) recruitment and retention supplements, under the Temporary Nurse Market Supplement, during the fiscal year totaled $468,000.00.

- Nine nurse educator consultant positions were created to provide direct support, training and orientation for new nursing staff in the regions. Seven positions have been filled. One additional position will be filled in May 2002.

- The department supports and promotes educational leave opportunities. In 2001/2002 there were 6 employees approved under this program.

- Employees are also encouraged by the department to undertake continuing education programs through in-services and workshops as well as external training opportunities. The Department sponsored a major workshop for administrative professionals where 30 administrative support professionals participated. In addition the management team participated in a workshop provided by Queens University on Change Management.

Succession Planning

- A total of 16 employees took advantage of opportunities through transfer assignments to increase their job knowledge and skill development.

Evaluation/Accountability

- The department continues to review positions within the Health and Social Services system. Recently, 65 job descriptions were sent and evaluated by the job evaluation committee. Work is on-going in this area.
- An emphasis has been placed on the updating and keeping current of all employee performance appraisals. Managers have been requested to review and complete any outstanding appraisals.
- The Action Plan, 2002-2005 is a detailed road map for reforming the health and social services system. It outlines steps that will strengthen the system by detailing roles, responsibilities and accountabilities. In addition, a major focus of the action plan includes the development of a comprehensive Human Resource Plan.

Department of Justice

Affirmative Action Status

As of March 31, 2002 there were 379 employees within the Department of Justice. This includes all indeterminate and term employees.

	March 31, 2002	March 31, 2001
Total Employees	379	332
Indigenous Aboriginal	135 (35.1%)	110 (33.1%)
Indigenous Non-Aboriginal	64 (16.9%)	56 (16.8%)
Disabled	1 (.3 %)	2(.6%)

	March 31, 2002	March 31, 2001
Management Positions	12	24
Women in Management	3 (25%)	10 (43.4%)
Aboriginal in Management	1(8.3%)	3 (12.5%)

	March 31, 2002	March 31, 2001
Non-Traditional Positions	10	120
Women in Non-Traditional	3 (30%)	37 (30.8%)

Highlights

During the reporting period April 1, 2001 to March 31, 2002 the Department of Justice was active in supporting the affirmative action policy in the following areas.

Recruitment

A total of 84 positions were filled during this period; of which 49 were filled with affirmative action candidates.

Much of this recruitment activity has been focused on the staffing of two new correctional facilities opening in 2002/03. The Arctic Tern Young Offender Facility in Inuvik will be a center of healing, promoting aboriginal values and culture. Of the 20 employees hired to date, 17 are indigenous aboriginal people. Each of these employees has participated in a three-month training program, the most comprehensive training program yet developed by the Corrections Service.

To assist in the development of potential future employees 25 summer students were hired. Of these, 23 qualified under the Affirmative Action Policy.

A total of 7 direct appointments were made in the reporting period. All were indigenous aboriginal persons.

Retention/Succession Planning

A total of 15 employees were provided the opportunity to develop their knowledge, skills and experience through transfer assignments within the department. 10 of these qualified as affirmative action.

In 1999 the department established a bursary program for indigenous aboriginal law students. During the 2001/02 academic year a total of 6 students were funded through this program. The program also offers opportunities for summer employment and mentoring. One student went on to article with Justice department and is now employed with the department on an indeterminate basis.

The department recognized the long service of its employees through an annual long service event in March, 2002.

The department places great importance on the training and development of its employees, particularly those who qualify as affirmative action. All training and development activities have been tracked for the past year and the results are being compiled.

All departmental managers are encouraged to work closely with their aboriginal employees to assist them with their professional development and career planning. Formal and informal training plans are used wherever possible. For example, a trainee position was established for the Warden's position at the Yellowknife Correctional Centre. A training program is also under development for the Warden's position at the Territorial Women's Correctional Centre in Fort Smith.

A Human Resource Action Plan is under development for the Corrections Service, to allow all employees the opportunity to enhance their professional development and assist with their career progression. There will be a particular emphasis on the development of aboriginal candidates for management positions.

Evaluation/Accountability:

Recognizing the importance of ongoing performance feedback, the department placed great emphasis on the importance of completing performance appraisals. The completion rate for appraisals due in the calendar year 2001 was 94%.

Legislative Assembly

Affirmative Action Status

As of March 31, 2002 there were 30 employees within the Legislative Assembly. This includes all indeterminate, term and part-time employees. It does not include the Members of the Legislative Assembly and their staff.

	March 31, 2002	March 31, 2001
Total Employees	32	32
Indigenous Aboriginal	3 (9.37%)	4 (12.5%)
Indigenous Non-Aboriginal	14 (43.75%)	13 (40.6%)
Disabled	1 (3.3%)	1 (3.3%)

	March 31, 2002	March 31, 2001
Management Positions	4	4
Women in Management	1	1
Aboriginal in Management	0	0

	March 31, 2002	March 31, 2001
Non-Traditional Positions	0	0
Women in Non-Traditional	0	0

All of the positions are located in Yellowknife.

The following areas highlight how the Legislative Assembly supports the Affirmative Action Policy.

Recruitment

There were seven positions filled during the year. Two were filled by transfer assignments of employees from other departments. Two were filled by Indigenous Aboriginal candidates, and three were filled with other affirmative action candidates. The Legislative Assembly also hired one intern and two interns transferred from another department under the internship program.

For the summer of 2001 the department employed ten students. Three of the students were Indigenous Aboriginal and seven were Indigenous Non-Aboriginal.

Retention

The Legislative Assembly continues to support the on-going professional development of employees. Employees took part in training in the following areas: computers, finance, records management and access to information and human resources. Employees also participated in professional conferences.

The department is also supportive of the work/family balance of employees by allowing flex time and part time employment.

Succession Planning

Employees were able to develop new skills by cross training in different positions and by completing acting assignments. Two employees went on eighteen month transfer assignments.

Evaluation/Accountability

The department recognizes the importance of feedback in terms of performance and expectations. The department made a concerted effort to ensure performance reviews were completed for all employees. There were eighteen performance reviews completed.

Department of Municipal and Community Affairs

Affirmative Action Status

As of March 31, 2002, there were 114 employees within the Department of Municipal and Community Affairs. This includes all indeterminate, term and part-time employees.

	March 31, 2002	March 31, 2001
Total Employees	114	109
Indigenous Aboriginal	33 (28.9%)	29 (26.6%)
Indigenous Non-Aboriginal	25 (21.9%)	21 (19.3%)
Disabled	0	0

	March 31, 2002	March 31, 2001
Sr Management Positions	13	14
Women in Management	2 (15.4%)	3 (21.4%)
Aboriginal in Management	3 (23.1%)	4 (28.6%)

	March 31, 2002	March 31, 2001
Non-Traditional Positions	13	17
Women in Non-Traditional	1 (7.7%)	2 (11.8%)

	HQ/YK/North Slave March 31, 2002	*Inuvik/Sahtu March 31, 2002*	*South Slave/Deh Cho March 31, 2002*
Total Employees	*71*	*23*	*20*
Indigenous Aboriginal	*10*	*9*	*14*
Indigenous Non-Aboriginal	*21*	*1*	*3*
Disabled	*0*	*0*	*0*

Highlights

During the period April 01, 2001 to March 31, 2002, the Department of the Municipal and Community Affairs was particularly active in supporting the Affirmative Action Policy in the following areas.

Corporate Policy

- The Department undertook an employee satisfaction survey in the summer of 2001. The results of the survey were distributed to employees. Senior Management developed a plan to respond to the employee concerns identified in the survey. The plan was distributed to employees and there will be an updated survey in the summer of 2003/04.

Recruitment

- 26 positions were filled during the year, 15 with affirmative action candidates.

- In an effort to develop the skills and experience of potential future employees, 21 students were employed in the summer of 2001 with the department; 19 were affirmative action candidates.

- One direct appointment of an affirmative action employee was made in the reporting period.

- The Department is committed to hiring graduate students under the new GNWT Internship Program. Of the 9 interns hired in 2001, 3 have successfully obtained permanent employment with outside organizations, 2 are continuing the program with another department, and 2 will be hired permanently with MACA.

- For hard to staff positions such as Engineers, the Department is making a concentrated effort to hire engineering technologists, and has successfully placed 2 in our regional offices.

Retention

- Two long term northerners were involved in secondments to an outside organization.

- The department encouraged all employees to seek out and attend at least one developmental training event per year. Advice on Career Planning was available. The department also provided financial support to employees who, by their own initiative, successfully furthered their education on personal time. (i.e. one is working towards an accounting designation and another finished the requirements for a Diploma in Public Sector Management).

- The department actively supported the on-going professional development of staff. This included support for participation in professional conferences, training workshops and support of distance education and college courses. One long term employee progressed with his studies through Royal Roads University to obtain a Master's degree, while another employee completed level 6 of a CGA designation through a short term education leave arrangement.

- The Department funded two groups of employees to attend management training at Queen's University. The 10 employees had positive feedback about the program.

- The department recognized the fact that its most important resource is its human resources and planned to improve employee recognition programs. The

Department holds the yearly "Long Service Awards Program" and will continue to explore other ways employees can be recognized.

- The department also supported the work/family balance of employees by allowing flexible work hours for those who requested this type of arrangement where operational requirements could still be met. Two employees work on a part-time basis and approximately 10% of the staff are utilizing flexible work hours.

Succession Planning

- Seven employees, 1 of whom was affirmative action, were provided the opportunity to develop their skills through internal transfer assignments within the department.

- A number of employees were given acting assignments to more senior level positions for developmental purposes, for example, Senior Land Officer acting as a Manager, Land Programs; and many senior level officers acting in the Director or Superintendent positions.

- The department's Job Evaluation Committee continued to include some non-management staff, giving these employees an opportunity to develop new skills and gain a better understanding of the organization. More individuals were trained during the reporting period.

Exit

- The Department continued to distribute the Exit Interview questionnaire. The number returned to date is still too few to complete a report.

- During the reporting period there were 26 new hires, 3 transfers in from other GNWT departments, 17 terminations that included retirements, 3 transfers out to other GNWT departments and 1 lay-off.

Evaluation/Accountability

- Recognizing the importance of ongoing feedback in terms of performance and expectations, the department made a concerted effort to ensure performance reviews where completed for all employees where there was at least a six month reporting relationship between employee and supervisor. This resulted in performance appraisals being completed for 75% of the staff.

Northwest Territories Housing Corporation

Affirmative Action Status

The Corporation has seen some positive results in the initiatives taken over the last three years to create a more representative workforce within the Corporation.

Year	% Indigenous Aboriginal	% Affirmative Action Employees	Affirmative Action as a % of Total Management Positions
1998/99	26%	42%	50%
1999/00	30%	48%	50%
2000/01	36%	54%	64%
2001/02	38%	60%	68%

As of March 31, 2002, there were 97 employees within the Northwest Territories Housing Corporation. This includes all indeterminate, term and casual employees over four months.

	March 31, 2002	**March 31, 2001**	**December 31, 1999**
Total Employees	97	98	83
Indigenous Aboriginal	37 (38.1%)	36 (36.7%)	25 (30.1%)
Indigenous Non-Aboriginal	13 (13.4%)	13 (13.3%)	7 (8.4%)
Women In Non-Traditional	1(1%)	2 (2.0%)	4 (4.8%)
Disabled	3 (3.1%)	2 (2.0%)	1 (1.2%)

	March 31, 2002	**March 31, 2001**	**December 31, 1999**
Management Positions	25	28	22
Women in Management	8 (32.0%)	4 (14.3)	3 (13.6%)
Aborigènes in Management	8 (32.0%)	9 (32.1%)	5 (22.7%)
Indigenous Non-Aboriginal	5 (20.0%)	5 (17.9%)	3 (13.6%)

The positions are distributed across five districts and Yellowknife Headquarters. A more detailed breakdown by district and Yellowknife Headquarters is contained on the last page. The 8 women identified as Women in Management include 3 Aboriginal Women and 1 Long Term Northerner.

The Corporation's Senior Management Team is comprised of the five (5) senior positions representing each of the Headquarters' Divisions and the five (5) senior positions representing the five (5) districts. Eighty (80%) of the Corporation's Senior Management Team meets affirmative actions criteria as follows:

Total Membres	Indigenous Aborigènes	Indigenous Non-Aboriginals	Women In Management
10	5	2	1

There are 159 employees located in the Local Housing Organizations and 87% of the employees meet the affirmative action criteria. 76% of LHO employees are Indigenous Aboriginal and 11% are Indigenous Non-Aboriginal.

Highlights

For the reporting period April 1, 2001 to March 31, 2002, the Corporation supported the Affirmative Action Policy through recruitment and retention.

Recruitment

- Fourteen (14) positions were filled during the year 2001/2002, and 12 (85.7%) of these positions were filled with affirmative action candidates.

Total Positions Filled	Indigenous Aboriginal	Indigenous Non-Aboriginal	Disabled
14	12 (85.7%)	0	0

- In an effort to develop the skills and experience of potential future employees, fourteen students were employed in the summer of 2001 with the Corporation.

Total Positions Filled	Indigenous Aboriginal	Indigenous Non-Aboriginal
14	12 (85.7%)	2 (14.3%)

The Corporation was more strategic in the hiring of summer students and as a result placed 50% of the students hired in positions that complemented their area of study.

- Under targeted recruitment, two (2) direct appointments of Aboriginal candidates were made in the reporting period. One direct appointment was for the internship position, Project Management Co-coordinator and the other position was the Negotiation and Implementation Co-coordinator position.

- Under targeted recruitment, two (2) Program Advisor Trainees hired completed their first year of their training program. Both trainees are Aboriginal and one is located in the Beaufort/Delta District Office and the other trainee is located in the North Slave District Office. The trainees are actively enrolled in the School of Community Government Management Certificate Program. The trainees receive on-the-job training as well other opportunities through coaching, workshops, and conferences.

Retention

- One Controller Trainee position was created last year and the position was filled with an Aboriginal trainee. The individual is doing exceptionally well with his Certified General Accountants courses as well as with his on-the-job training and performance of duties. This initiative supports succession planning, as the individual will occupy the position of Controller upon successful completion of the training.

- The Corporation actively supports the on-going professional development of staff. The Corporation's investment in training and development initiatives for eighty-eight (88) employees in 2001/2002 was approximately $285,092. This included support for participation in professional conferences, training workshops and support of distance education and college courses.

  Fifty-two (52) Affirmative Action Employees out of a total of fifty-eight (58) received professional development during 2001/2002. The total investment amounted to $179,826. A breakdown of this investment by affirmative action category is as follows:

Category	Number of Employees Receiving Professional Development	Investment
Indigenous Aboriginals	32	$152,052
Disabled	3	$ 7,377
Indigenous Non-Aboriginals	12	$ 17,340
Women-In Non Traditional	1	$ 800
Women-In Management	4	$ 2,257

- The overall average training dollars spent per Corporation employee in 2001/2002 was $3,240. The average training dollars spent on affirmative action employees in the same fiscal year was $3,458.

- Two affirmative action employees were supported by the Corporation and were successful in receiving their Certified Aboriginal Finance Officer (CAFO) designation.
- One affirmative action employee was supported and was successful in receiving is Microsoft Certified Systems Engineer (MCSE) designation.

Through a contribution agreement with the School of Community Government, the Corporation invested $175,000 towards the development and delivery of curriculum in both the Community Government Management Program – Housing and the Finance Officer Program. These programs are primarily targeted at Local Housing Organization employees and Corporation trainees. In 2001/2002, 30 housing employees accessed one or more of the 9 courses delivered from the Management Program and 7 housing employees accessed one or more of the 6 courses delivered from the Finance Officer Program. 97% of the employees who attended the courses met the affirmative action criteria. Of the 37 employees attending the courses, 35 employees are Aboriginal and 1 employee is a long-term northerner.

The Corporation continues to recognize the long service of its employees at regular social events throughout the year. Headquarters and each of the districts plan and implement two staff functions/ events annually. One of the special functions occurs during the summer months so as to include acknowledgement and appreciation of summer students as well as regular staff.

Succession Planning

- Two affirmative action employees are on external transfer assignments.

- Two affirmative action employees are on internal transfer assignments.

Evaluation/Accountability

- The Corporation supports the performance review process as it provides an opportunity to recognize staff for their achievements and to identify professional and personal development in consultation with the respective employees. Completion rate for Performance Reviews was 100%.

AFFIRMATIVE ACTION - Northwest Territories Housing Corporation
MARCH 31, 2002

Yellowknife/ Districts	Total Employees	Aboriginal	Long-Term Northerners	Disabled
Yellowknife/HQ	**51**	11	9	2
North Slave	**9**	4	3	
South Slave	**12**	9	1	
Nahendeh	**6**	4		
Sahtu	**7**	3		
Beaufort Delta	**13**	6		1
TOTALS	**97**	37	13	3

Yellowknife/ Districts	Women In Non-Traditional	Total Management	Women In Management	Aboriginals In Management	Long-Term Northerners In Management
Yellowknife/HQ	1	**13**	3	1	3
North Slave		**3**		1	1*
South Slave		**2**		1	1
Nahendeh		**2**		2*	
Sahtu		**1**		1**	
Beaufort Delta		**4**	1	2*	
TOTALS	1	**25**	4	8	5

Notes: Affirmative Action stats are based on total positions filled as of March 31, 2002

*Although not duplicated under Women In Management, one of the employees in the Aboriginals in Management category also fits the Women in Management Category.

*Although not duplicated under Women In Management, the employee's Aboriginal employee and the Long-Term Northerner employee are female and would also fit the Women in Management Category.

Affirmative action employees occupy 68% of total management positions.

Local Housing Organizations
As of January 1st, 2001

BEAUFORT DELTA DISTRICT

	Administration			Maintenance	
	Total	Indigenous Aboriginal	Indigenous Non-Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal
Aklavik	8	3	0	5	0
Ft. McPherson	8	5	0	2	0
Holman	7	3	0	4	0
Inuvik	11	2	2	1	2
Paulatuk	2	2	0	0	0
Sachs Harbour	2	0	1	1	0
Tsiigehtchic	2	1	0	0	1
Tuktoyatuk	11	3	0	7	0
	51	**19**	**3**	**20**	**3**

NAHENDEH DISTRICT

	Administration			Maintenance	
	Total	Indigenous Aboriginal	Indigenous Non-Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal
Fort Simspon	8	3	0	3	0
	8	**3**	**0**	**3**	**0**

SAHTU DISTRICT

	Administration			Maintenance	
	Total	Indigenous Aboriginal	Indigenous Non-Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal
Deline	10	3	0	7	0
Norman Wells	3	3	0	0	0
Radilih Koe	9	2	0	7	0
Tulita	6	1	0	4	0
	28	**9**	**0**	**18**	**0**

SOUTH SLAVE DISTRICT

	Administration			Maintenance	
	Total	Indigenous Aboriginal	Indigenous Non-Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal
Fort Providence	7	4	0	3	0
Fort Resolution	5	2	0	2	0
Fort Smith	10	2	1	5	1
Hay River	9	1	1	2	1
Lutsel' ke	3	2	0	0	1
	34	**11**	**2**	**12**	**3**

NORTH SLAVE DISTRICT

	Administration			Maintenance	
	Total	Indigenous Aboriginal	Indigenous Non-Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal
Yellowknife Housing Authority	10	0	1	0	3
Yellowknife Dene First Nation	9	4	1	4	0
Dogrib Rae Band Housing Division	19	4	1	13	0
	38	**8**	**3**	**17**	**3**

Total Staff	Indigenous Aboriginal	Indigenous Non-Aboriginal
159	120	17
100%	76%	11%

TOTAL AFFIRMATIVE ACTION EMPLOYEES	137	86%

Department of Public Works and Services

The Department of Public Works and Services, as of March 31, 2002, had 204 staffed positions and 20 vacant. The department had 103 employees in Yellowknife which includes the North Slave Regional office, 60 employees in the Ft. Smith Region and 41 employees in the Inuvik Region.

8	in Senior Management
23	in Middle Management
173	in other positions

Employees who are part of the designated groups under the Affirmative Action Policy make up 48% of the department. The department supports the affirmative action strategy and has experienced a slight increase in its overall numbers over the past year.

Recruitment and Retention

- Three women were hired into non-traditional occupations.
- The department staffed thirty positions of which sixteen were affirmative action candidates.
- Two affirmative action candidates were promoted.
- The department spent $336,000.00 on training and development

The department ensures its job descriptions do not have any systemic barriers for affirmative action candidates and equivalencies are established for all positions. All employees are recognized for their long service during departmental staff events.

The department has difficulty recruiting affirmative action candidates for its professional and technical positions due to the level of education required for these positions. The department has established six intern positions, four of those in the technical area and two in the regions. The department is a sponsor of math and science awards for junior high schools throughout the NWT to encourage students to continue with these subjects as they are a requirement for engineering, architecture and computer sciences post-secondary programs.

Succession Planning

Over the past year:

- Four affirmative action candidates participated in transfer assignments to develop skills and experience in other areas.
- Another affirmative action candidate is being developed and mentored for a maintenance management position.
- The department is sponsoring a female candidate in the Federal Government Career Assignment program in order for her to obtain the necessary skills for a senior management position.
- The department supported three individuals in obtaining their Microsoft engineering designation.

Evaluation/Accountability

The department recognizes the importance of performance reviews and ensures all employees have one completed. The department has a 95% completion rate. A departmental training plan has also been established to ensure employees have the core training for their position and the developmental training is also discussed and scheduled.

REGION	HQ/ Yellowknife	North (Inuvik Region)	South (Ft. Smith Region)	Dept. Totals
Aboriginal & Long-Term Residents				
Total PWS Employees	103	41	60	204
# of Indigenous Aboriginal Employees	14	15	37	66
# of Indigenous Non-Aboriginal Employees	20	3	4	27
# of Disabled Employees	2	1	1	4
Total # of Affirmative Action Employees	36	19	42	97
% of Affirmative Action Employees	**35%**	**46%**	**70%**	**48%**
Management – Aboriginal, Long-Term Residents & Women				
Total # of Management Employees	19	4	8	31
# of Indigenous Aboriginal Employees in Management	1	0	3	4
# of Indigenous Non-Aboriginal Staff in Mgmt.	5	1	1	7
Total # of Affirmative Action Employees in Management	6	1	4	11
% of Affirmative Action Staff in Management	**33%**	**25%**	**50%**	**33%**
# of Women in Management	4	2	2	8
% of Women in Mgmt.	**22%**	**50%**	**28%**	**26%**
Women in Non-Traditional Occupations				
Total # of Employees in Non-Traditional Positions	30	22	24	76
# of Women in Non-Traditional Positions	3	1	1	5
% of Women in Non-Traditional Jobs	**10%**	**4%**	**4%**	**7%**

PWS AFFIRMATIVE ACTION, as of March 31, 2002

Department of Resources, Wildlife & Economic Development

Affirmative Action Status

As of March 31, 2002 there were 368 employees within the Department of Resources, Wildlife & Economic Development. This includes all indeterminate, term, part time and seasonal employees.

	March 31, 2002	March 31, 2001
Total Employees	**368**	**365**
Indigenous Aboriginal	162 (44%)	157 (43%)
Indigenous Non-Aboriginal	46 (11.9%)	51 (14%)
Disabled	1 (0.3%)	1 (0.3%)

	March 31, 2002	March 31, 2001
Management Positions	**18***	**37***
Women in Management	3 (17%)	5 (13.5%)
Aboriginals in Management	2 (11%)	5 (13.5%)

***the definition of management positions now includes only senior managers**

	March 31, 2002	March 31, 2001
Non-Traditional Positions	**167**	**168**
Women in Non-Traditional	25 (15%)	20 (11.9%)

The positions are spread all over the Territories as indicated in the following table:

Location	HQ (131 ee's)		Forest Mgmt. (34 ee's.)		North Slave (38 ee's.)		South Slave (50 ee's.)		Deh Cho (52 ee's.)		Inuvik (42 ee's.)		Sahtu (21 ee's.)	
Yellowknife	130 F			1 S	20 F	10 S								
N'dilo					1 F									
Rae					4 F	3 S								
Fort Smith			19 F	4 S			17 F	4 S						
Hay River	1 F		8 F	2 S			10 F	3 S						
Ft Resolution							1 F	10 S						
Ft Providence							4 F							
Lutsel'Ke							1 F							
Fort Simpson									15 F	10 S				
Fort Liard									3 F	13 S				
Trout Lake										6 S				
Wrigley										5 S				
Inuvik											21 F	10 S		
Aklavik											2 F			
Ft McPherson											1 F	6 S		
Tuktuyaktuk											1 F			
Holman Island											1 F			
Norman Wells													18 F	1S
Deline													1 F	
Tulita													1 F	
Total	131 F		27 F	7 S	25 F	13 S	33 F	17 S	18 F	34 S	26 F	16 S	20 F	1S
Total HQ – 165 (158 F & 7 S)					**Total Region – 203 (122 F & 81 S)**									

F – Full Time S –Seasonal

Recruitment

45 positions were filled since last reporting period, 14 through direct appointment. Of those employees, 25 were indigenous aboriginal.

The Department strongly supports the Maximizing Northern Employment Policy and currently has 13 interns working in their chosen field. An additional four intern positions are waiting to be filled. In addition 65 summer students were given the opportunity to gain experience and practical skills in their area of study. The first year of this program has been very successful for the students, the interns and the Department. Of last year's 10 interns the Department has managed to place one into an indeterminate position, two are recommended for direct appointment into indeterminate positions, two have been extended for one year and three have been extended for six months.

Retention

The Department is active in supporting ongoing professional development to improve employees' skill level. This includes support for long and short-term education leave, distant education, workshops, on the job training and transfer assignments. During the reporting period four employees have been on education leave, one is on distant learning, 17 employees are on development transfer assignments and three employees are on secondment to other agencies.

Long service of employees continues to be recognized through an annual long service event that will take place this spring attended by the Deputy Minister and the Assistant Deputy Ministers.

The Department continues to support requests for flexible hours and job sharing opportunities as a viable alternative to support work/family balance as long as client needs are met.

Succession Planning

In view of the Department's awareness that several senior and middle managers are nearing retirement within the next few years, request for education leave and transfer assignments are being considering with succession planning in mind.

The Department's Job Evaluation Committee will be joined by four more employees at a less senior level to give these employees an opportunity to develop new skills and gain a better understanding of the organization.

Long term focused development transfer assignments are considered in preparing employees and the Department for filling vacancies caused by

retirement. Any succession planning will be working within the provisions of the Affirmative Action Policy.

Evaluation/Accountability

Performance appraisals are a valuable tool in evaluating employee's performance and identifying training needs to enhance employee skills. This tool is important in the succession planning exercise. The Department's challenge will be to achieve 100% completion by next reporting period.

Exit interviews are being conducted on employees who are resigning from the Department. The information is compiled and analyzed and used by senior management in making improvements to the work place. The information obtained for the reporting period identified an area that needed improvement and revealed the reason for some employees' decision to leave was for better benefits and higher salary elsewhere.

Department of Transportation

Affirmative Action Status

As of March 31, 2002, there were 250 employees within the Transportation Department. This includes all indeterminate, term and part-time employees.

	March 31, 2002	March 31, 2001
Total Employees	250	242
Indigenous Aboriginal	90 (36%)	93 (38%)
Indigenous Non-Aboriginal	44 (18%)	42 (17%)
Disabled	2 (1%)	1 (.5%)

	March 31, 2002	March 31, 2001**
Snr. Management Positions	12	12
Women in Management	1 (8%)	1 (8%)
Aboriginal in Management	0	0

	March 31, 2002	March 31, 2001*
Mid-Management Positions	39	39
Women in Management	8 (20%)	8 (20%)
Aboriginal in Management	1 (3%)	3 (8%)
Indigenous Non-Aboriginal	6 (15%)	6 (15%)

	March 31, 2002	March 31, 2001
Non-Traditional Positions	108	110
Women in Non-Traditional	3 (3%)	2 (2%)

- *Tracking of middle management positions not done in 1999.
- ** Definition of positions included in this category has been redefined

Broken down by Region:

	HQ/YK	***North Slave Region***	***South Slave Region***	***Fort Simpson Region***	***Inuvik Region***
Total Employees	*116*	*38*	*50*	*17*	*29*
Aboriginal	*26 (23%)*	*18 (47%)*	*27 (54%)*	*7 (41%)*	*16 (55%)*
Indigenous Non-Aboriginal	*22 (19%)*	*9 (24%)*	*6 (12%)*	*3 (18%)*	*2 (7%)*
Women in Management	*3 (3%)*	*0*	*0*	*0*	*0*
Disabled	*0*	*1 (3%)*	*0*	*0*	*0*
Women in Non-Traditional	*2 (2%)*	*0*	*0*	*0*	*0*

Highlights

During the period March 31, 2001 to March 31, 2002, the Transportation Department was active in supporting the Affirmative Action Policy in the following areas.

Recruitment

- In an effort to develop the skills and experience of potential future employees, 51 students were employed in the summer of 2001 with the department of which 22 were aboriginal and 22 were indigenous non-aboriginal.

- One direct appointment of an aboriginal person was made in the reporting period.

Retention

- One of our ongoing objectives has been to develop staff for management positions with the Department with a focus on Affirmative Action candidates. The Career Development Program is a program developed by DOT to assist current employees to develop into managerial positions. The first intake saw 17 participants and 13 participating as mentors to the participants. An additional intake in May of 2002 will be done. The objective is to have all 17 participants from the first intake successfully complete the program. The employees work with their supervisors to develop a career development plan, which includes training and special assignments. This program will develop a representative pool of competent employees from which supervisory, managerial and technical positions can eventually be drawn. From this program 3 affirmative action candidates left the department to pursue promotions to other positions.

- The Department also began implementing the GNWT Management Competencies within the department. This model will assist Affirmative Action candidates in developing their competencies. We will continue to implement this program along with performance planning tools as well as training and development tools.

- One aboriginal employee is presently involved in a secondment to an outside organization.

- In 2001/02, the department hired four Northern Graduates through the Northern Internship Program. One aboriginal employee has been direct appointed to an indeterminate position.

- The department actively supports the on-going professional development of staff. This included support for participation in professional conferences, training workshops and support of distance education and college courses.

Succession Planning

- Ten affirmative action employees were provided the opportunity to develop their skills through transfer assignments within the department.

- The department's Job Evaluation Committee continues to include some less senior staff, giving these employees an opportunity to develop new skills and gain a better understanding of the organization.

Evaluation/Accountability

The Human Resource Department has begun to report on a regular basis to the Senior Managers on the following:

Job Evaluation Appeals
Workplace Conflict Resolution Investigations
Staffing Appeals
Staff Turnover
Performance Reviews received
Affirmative Action Statistics
Staffing Actions
Vacancy Report
Casual Staff Utilization
Staffing Training & Development
Grievance Tracking

- By tracking this information, any trends that may begin to emerge can be addressed. It also puts perceptions about issues and trends into perspective.

Appendix "A"

Human Resource Reporting Categories

The examples under each category are not meant to be limiting but simply to give examples of what kinds of activities you could talk about under each category.

Corporate Policy
- Roles and Responsibilities
- Standardized HR reporting
- Standardized HR plans/strategies

Recruitment
- Student employment
- Graduate employment
- Career/job information
- Career promotion
- Job Shadowing
- Entry-level positions
- Targeted recruitment
- Direct appointments
- Work placements
- Marketing employer and location

Retention
- Career Development
  - Transfer assignments
  - Training
    - Short-term
    - Long-term
    - Workshops
  - Retraining
  - Development assignments
- Organizational Support
  - Mentorships
  - Coaching
  - Eliminating systemic barriers
  - Competency based opportunities
  - Employee recognition
  - Flexible working arrangements
  - Job enhancement/enrichment

Succession Planning
- Training
- Targeted skill development
- Employee career plans
- Developmental assignments
- Transfer assignments (for development purposes)
- Acting assignments (for development purposes)

Post-Employment
- Standardized exit interviews
- Turnover statistics

Evaluation/Accountability
- Performance evaluations
- Employee satisfaction surveys
- Analysis of turnover

Appendix "B"

Summary of Affirmative Action Statistics

Department	Year	Total Employees	Aboriginal	Long-Term Northerner	Disabled
Executive	2002	72	17	21	0
	2001	66	17	17	1
Legislative Assembly	2002	30	3	10	0
	2001	32	4	13	1
FMBS	2002	141	30	37	0
	2001	134	29	40	0
Finance	2002	45	9	5	1
	2001	46	11	5	0
Aboriginal Affairs	2002	35	13	8	0
	2001	32	14	6	0
MACA	2002	118	32	25	0
	2001	113	30	20	0
Transportation	2002	250	90	44	2
	2001	242	93	42	1
Public Works & Services	2002	204	66	27	4
	2001	195	61	29	4
Health & Social Services & Boards	2002	1108	270	82	3
	2001	999*	246	79	0
RWED	2002	378	167	56	1
	2001	365	157	51	1
ECE	2002	205	62	24	0
	2001	191	54	18	0
Divisional Education Councils	2002	676	222	20	0
	2001	662	343	25	2
Aurora College	2002	173	45	12	0
	2001	173	49	13	0
Justice	2002	379	133	64	0
	2001	332	110	56	2
NWT Housing Corporation	2002	92	32	12	2
	2001	97	31	12	2
GNWT Total	2002	3906	1191	447	13
	2001	3679	1249	404	14

*2001 information does not include Inuvik Regional Health Board or Yellowknife Health and Social Services Board.

Management Statistics

Department	Year	Total Mgmt	Women in Mgmt	Aboriginal in Mgmt
Executive	2002	17	9	2
	2001	16	7	2
Legislative Assembly	2002	7	3	0
	2001	4	1	0
FMBS	2002	23	7	2
	2001	23	3	2
Finance	2002	12	5	2
	2001	7	2	2
Aboriginal Affairs	2002	8	0	3
	2001	9	1	4
MACA	2002	19	4	4
	2001	18	5	3
Transportation	2002	26	4	1
	2001	12	1	0
Public Works & Services	2002	31	8	4
	2001	30	9	4
Health & Social Services & Boards	2002*	66	26	3
	2001	53	24	3
RWED	2002	51	8	9
	2001	37	5	5
ECE	2002	26	16	5
	2001	21	8	4
Divisional Education Councils	2002	49	19	8
	2001	45	17	7
Aurora College	2002	22	9	3
	2001	16	10	3
Justice	2002	29	10	5
	2001	24	10	3
NWT Housing Corporation	2002	24	9	9
	2001	26	10	9
GNWT Total	2002	410	137	60
GNWT Total	2001	310	99	50

*Previous years information did not include health and social services boards except Stanton.